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EDUCATION

2004 Ph.D., Economics, Princeton University
2000 M.Sc., Economics, Ecole Nationale de la Statistique et de l'Administration Economique
1999 B.Sc., Mathematics and Economics, Ecole Polytechnique

ACADEMIC APPOINTMENTS

2025-present Professor of Information Systems, Boston University Questrom School of Business
2018-2025 Associate Professor of Information Systems, Boston University Questrom School of Business
2016-2018 Visiting Associate Professor of Technological Innovation, Entrepreneurship and Strategic Management, MIT Sloan School of Management
2010-2016 Associate Professor of Business Administration, Harvard Business School
2005-2010 Assistant Professor of Business Administration, Harvard Business School

WORK EXPERIENCE

2012-2013 Product Management, Intuit Corporation
2004-2005 Fellow, Research Institute for the Economy Trade and Industry, Tokyo, Japan

AWARDS

2025 “[When Data Creates Competitive Advantage](#)” selected for [Harvard Business Review's 10 Must Reads on Data Strategy](#), spring 2025.
2024-2026 Dean's Research Scholar, Boston University Questrom School of Business.
2024 Gh. Cartianu prize of the Romanian Academy for “[Should platforms be allowed to sell on their own marketplaces?](#)”
2024 “[Turn Generative AI from an Existential Threat into a Competitive Advantage](#)” selected for *Harvard Business Review's special issue How to Thrive in a Gen AI World*.
2023 “Should platforms be allowed to sell on their own marketplaces?” Winner, 2023 Antitrust Writing Awards: Academic Articles, Digital.
2019-2023 Dean's Research Scholar, Boston University Questrom School of Business.
2020 “[What's Your Google Strategy](#)” and “[Finding the Platform in Your Product](#)” selected for *Harvard Business Review's 10 Must Reads on Platforms and Ecosystems November 2020*.
2019 “[Finding the Platform in Your Product](#)” selected for *Harvard Business Review's 10 Must Reads on Business Model Innovation July 2019* and for the Hudson Exclusive edition of *Harvard Business Review's 10 Must Reads 2019*.
2012 “Why Do Intermediaries Divert Search?” 2012 Best Paper on Competition Economics, Association of Competition Economics.
2006 *Invisible Engines: How Software Platforms Drive Innovation and Transform Industries* winner of the 2006 Annual Book Award for Excellence in Business, Management & Accounting by the Association of American Publishers.

RESEARCH

Working papers

A. Hagiu and J. Wright “[Personalization, data portability and competitive dynamics](#),” October 2026.

Published Articles

A. Hagiu and J. Wright “[Platform traps](#),” forthcoming, *American Economic Journal: Microeconomics*.

A. Hagiu and J. Wright “[Artificial intelligence and competition policy](#),” *International Journal of Industrial Organization*, 103 (A), December 2025.

A. Hagiu and B. Zhou “[Transforming Products into Platforms: Unearthing New Avenues for Business Innovation](#),” *NIM Marketing Intelligence Review*, 16 (2), 10-17, October 2024.

A. Hagiu and J. Wright “[Will That Marketplace Succeed?](#)” *Harvard Business Review*, 102 (4), 94-103, July-August 2024.

S. Cook, A. Hagiu and J. Wright “[Turn Generative AI from an Existential Threat into a Competitive Advantage](#),” *Harvard Business Review*, 102 (1), 118-125, January-February 2024.

A. Hagiu and J. Wright “[Optimal Discoverability on Platforms](#),” *Management Science*, 70 (11), 7770-7790, November 2024.

A. Hagiu and J. Wright “[Marketplace leakage](#),” *Management Science*, 70 (3), 1529-1553, March 2024.

A. Hagiu and J. Wright “[Data-enabled learning, network effects and competitive advantage](#),” *RAND Journal of Economics*, 54 (4), 638-667, Winter 2023.

A. Hagiu, T.-H. Teh and J. Wright “[Should platforms be allowed to sell on their own marketplaces?](#)” *RAND Journal of Economics*, 53 (2), 297-327, Summer 2022. Winner, 2023 Antitrust Writing Awards: Academic Articles, Digital.

A. Hagiu and J. Wright “[Don’t Let Platforms Commoditize Your Business](#),” *Harvard Business Review*, 99 (3), 108-114, May-June 2021.

A. Hagiu and J. Wright “[When Data Creates Competitive Advantage](#),” *Harvard Business Review* (cover article), 98 (1), 94-101, January-February 2020.

A. Hagiu, B. Jullien and J. Wright “[Creating Platforms by Hosting Rivals](#),” *Management Science*, 66 (7), 3234-3248, July 2020.

A. Hagiu and J. Wright “[Platforms and the Exploration of New Products](#),” *Management Science*, 66 (4), 1527-1543, April 2020.

A. Hagiu and J. Wright “[The Optimality of Ad Valorem Contracts](#),” *Management Science*, 65 (11), 4951-5448, November 2019.

A. Hagiu and J. Wright “[Controlling versus Enabling](#),” *Management Science*, 65(2), 577-595, February 2019.

A. Hagiu and J. Wright "[The Status of Workers and Platforms in the Sharing Economy](#)," *Journal of Economics & Management Strategy*, 28(1), 97-108, January 2019.

A. Hagiu and E. Altman "[Finding the Platform in Your Product](#)," *Harvard Business Review*, 95(4), 94-100, July-August 2017. Selected for the Hudson Exclusive edition of *Harvard Business Review's 10 Must Reads 2019* and *Harvard Business Review's 10 Must Reads on Business Model Innovation July 2019*.

A. Hagiu and S. Rothman "[Network Effects Aren't Enough](#)," *Harvard Business Review*, 94(4), 65-71, April 2016.

A. Hagiu and J. Wright "[Multi-Sided Platforms](#)," *International Journal of Industrial Organization*, 43, 162-174, November 2015.

A. Hagiu and J. Wright "[Marketplace or Reseller?](#)" *Management Science*, 61(1), 184-203, January 2015.

A. Hagiu and H. Halaburda "[Information and Two-Sided Platform Profits](#)," *International Journal of Industrial Organization*, 34, 25-35, 2014.

A. Hagiu and B. Jullien "[Search Diversion and Platform Competition](#)," *International Journal of Industrial Organization*, 33, 48-60, 2014.

"[Strategic Decisions for Multi-Sided Platforms](#)," *Sloan Management Review*, 55(2), 71-80, Winter 2014.

A. Hagiu and D. Spulber "[First-Party Content and Coordination in Two-Sided Markets](#)," *Management Science*, 59(4), 933-949, April 2013.

A. Hagiu and J. Wright "[Do You Really Want to Be an eBay?](#)" *Harvard Business Review*, 91(3), 102-108, March 2013.

A. Hagiu and D. Yoffie "[The New Patent Intermediaries: Platforms, Defensive Aggregators and Super-Aggregators](#)," *Journal of Economic Perspectives*, 27(1), 45-66, Winter 2013.

A. Hagiu and R. S. Lee "[Exclusivity and Control](#)," *Journal of Economics and Management Strategy*, 20(3), 679-708, Fall 2011.

A. Hagiu and B. Jullien "[Why Do Intermediaries Divert Search?](#)" *Rand Journal of Economics*, 42(2), 337-362, Summer 2011. 2012 Winner for Best Paper on Competition Economics, Association of Competition Economics.

"[Two-Sided Platforms: Product Variety and Pricing Structures](#)," *Journal of Economics and Management Strategy*, 18(4), 1011-1043, Winter 2009.

A. Hagiu and D. Yoffie "[What's Your Google Strategy?](#)" *Harvard Business Review*, 87(4), 74-81, April 2009.

A. Hagiu and T. Eisenmann "[A Staged Solution to the Catch-22](#)," *Harvard Business Review*, 85(11), 25-26, November 2007.

"[Merchant or Two-Sided Platform](#)," *Review of Network Economics*, 6(2), 115-133, June 2007.

"[Pricing and Commitment by Two-Sided Platforms](#)," *Rand Journal of Economics*, 37(3), 720-737, Fall 2006.

Op-Eds and online articles

[“Could the GPT Store Turn ChatGPT into a Platform Powerhouse?”](#) *Harvard Business Review*, May 2025.

[“How to evaluate the upside and defensibility of marketplace businesses,”](#) *Korea Herald*, December 2024.

[“Which products will benefit and which will be disrupted by Gen AI,”](#) *Korea Herald*, November 2024.

[“Why and how all businesses should consider turning their products into platforms,”](#) *Korea Herald*, September 2024.

[“When does generative AI create competitive advantage?”](#) *Korea Herald*, July 2024.

C. Farronato, A. Fradkin, A. Hagiu and D. Lomax [“Understanding the tradeoffs of the Amazon antitrust case,”](#) *Harvard Business Review*, January 2024.

A. Hagiu and J. Wright [“To Get Better Customer Data, Build Feedback Loops into Your Products,”](#) *Harvard Business Review*, July 2023.

C. Dellarocas and A. Hagiu [“How Higher Ed Can Contend with Learning Platforms,”](#) *Harvard Business Review*, December 2022.

A. Hagiu and J. Wright [“What California’s New Gig Law Gets Wrong About Gig Work,”](#) *Harvard Business Review*, September 2019.

J. Breinlinger, A. Hagiu and J. Wright [“The Problems with 5-Star Rating Systems and How to Fix Them,”](#) *Harvard Business Review*, July 2019.

[“The Best Way for Netflix to Keep Growing,”](#) *Harvard Business Review*, August 2018.

[“Work 3.0: Redefining Jobs and Companies in the Uber Age,”](#) *Forbes*, September 2015.

A. Hagiu and R. Biederman [“The Dawning of the Age of Flex Labor,”](#) *Harvard Business Review*, September 2015.

[“Companies Need an Option Between Contractor and Employee,”](#) *Harvard Business Review*, August 2015.

[“How Facebook Can Totally Undermine Apple and Google in the Platform Games,”](#) *Wired.com*, February 2013.

“The Nuances of Marketplaces,” Guest Column, *vcinme.typepad.com*, August 2011.

[“Social Networks Will Change Product Innovation,”](#) *Harvard Business Review Blogs*, March 2011.

A. Hagiu and R. Dujarric “Japan’s Next Hurdle—Capitalizing on Innovation,” *The Oriental Economist*, June 2009.

A. Hagiu and R. Dujarric “Beyond the Industrial,” *Financial Times*, October 2008.

A. Hagiū and R. Dujarric “With Japan Behind Global Eight Ball, Here’s What To Do,” *Nikkei Weekly*, October 2008.

A. Hagiū and R. Dujarric “Getting Japan To Capitalize On Its Innovation,” *Japan Times*, May 2008.

“What are the Lessons of the Blu-Ray/HD-DVD Battle?” *Freakonomics.com*, March 2008.

Books

D. S. Evans, A. Hagiū and R. Schmalensee [*Invisible Engines: How Software Platforms Drive Innovation and Transform Industries*](#), Cambridge, MA: MIT Press, 2006. Winner of the 2006 Annual Book Award for Excellence in Business, Management & Accounting by the Association of American Publishers.

Book Chapters

A. Hagiū and D. Yoffie “Network Effects,” entry in Augier, M. and D. Teece (eds.), *The Palgrave Encyclopedia of Strategic Management*, Basingstoke, UK: Palgrave Macmillan, 2014.

“Software Platforms,” Chapter 3 in Peitz, M. and J. Waldfoegel (eds.), *The Oxford Handbook of the Digital Economy*, New York, NY: Oxford University Press, 2012.

K. Boudreau and A. Hagiū “Platform Rules: Multi-Sided Platforms As Regulators,” Chapter in 7 Gawer, A. (ed), *Platforms, Markets and Innovation*, Cheltenham, UK and Northampton, MA, US: Edward Elgar, 2009.

MEDIA MENTIONS

“[NTT Docomo’s “i-mode” Ends Its 27-Year History](#),” *Yomiuri Shimbun*, April 2026.

“[How to use AI for your competitive advantage](#),” interview with Entrepreneur Magazine, April 2024.

“Strategies for turning products into platforms,” [App Direct Decoding interview](#), April 2023.

“[The platform game: tackling the challenges of digital platform business models](#),” *TechMonitor*, October 2021.

“[Amazon aggregators are walking into the dragon’s cave](#),” *Financial Times*, September 2021.

“[Jeff Bezos told employees last year that other companies shouldn’t be so afraid of Amazon — some rivals are proving him right](#),” *CNBC*, February 2019.

“[Amazon’s Winner-Take-All Approach to Small Business](#),” *Washington Post*, February 2019.

“[Can Subscriptions Save All Media Companies, or Just the New York Times?](#)” New York Magazine, February 2019.

[“Bumble Owner Targets Nasdaq IPO to Become World’s Top Matchmaker,”](#) *Bloomberg*, October 2018.

[“Want to Understand What Ails the Modern Internet? Look at eBay,”](#) *New York Times*, June 2018.

[“Who’s Responsible When Extremists Get a Platform,”](#) *New York Times*, December 2016.

[“Online Media Is Tested When Social Platforms Come to Town,”](#) *New York Times*, April 2016.

OTHER PROFESSIONAL ACTIVITIES

2022- present Co-founder and co-Chair, [Online Research Seminar on Digital Businesses](#)

2020-present Co-founder and co-Chair, [Online Seminar on the Economics of Platforms](#)

2019-present Associate Editor, *Management Science*.

Reviewer for: *American Economic Review*, *American Economic Journal: Microeconomics*, *European Economic Review*, *Information Economics and Policy*, *International Journal of Industrial Organization*, *Journal of Economics and Business*, *Journal of Economics and Management Strategy*, *Journal of the European Economic Association*, *Journal of Industrial Economics*, *Journal of Political Economy*, *Management Science*, *Rand Journal of Economics*, *Review of Economic Studies*, *Strategic Management Journal*, *Strategy Science*.